

# *MSINGA MUNICIPALITY*

## *2010/11 SDBIP*

MSINGA LOCAL  
MUNICIPALITY

R33 TUGELA FERRY 3010

033 4930761/3/4

033 4930757

7/20/2010

*The SDBIP is a monitoring and implementation tool that serves as the vital link between the Mayor, Council and Administration as it facilitates the process for holding management accountable for its performance.*



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SDBP

## 1. INTRODUCTION

According to the Municipal Finance Management Act of 2003, an SDBIP is “a detailed plan approved by the Mayor of the municipality in terms of section 53(i) (c) (ii) for implementing the municipality’s delivery of services and execution of its annual Budget.”

The SDBIP is therefore defined as a contract between the administration, council and community where the goals and objectives as set out by the Council are quantified and can be implemented by the administration of the Municipality. In developing a good performance management tool for the Municipality, the IDP is drafted, the budget is drafted and the service delivery and budget implementation plan is developed in order to put into effect the budget. The SDBIP is a monitoring and implementation tool that is the vital link between the Mayor, Council and Administration. The SDBIP facilitates the process for holding management accountable for its performance. The SDBIP quantifies the strategic objectives as highlighted in the budget to measurable outcomes.

On the 30<sup>th</sup> of March 2010 Msinga municipality adopted its Draft IDP and budget for 2011/12 which spells out the strategic framework of the municipality, its objectives, projects as well as targets and indicators. The draft budget is a vital part of the IDP hence it was adopted at the same time with the IDP. Once the draft budget has been endorsed by council the draft SDBIP is prepared to reflect the budget and the IDP together. The SDBIP measures the effectiveness of each initiative as well as its costs to the municipality in terms of time, human resource and finance. The Key Performance Indicators (KPIs) are presented per department and per vote. The SDBIP will be updated quarterly using the approved departmental scorecards in terms of the Msinga Performance Framework adopted in March 2009. The quarterly reports will be consolidated, presented to EXCO and form part of the S46 (annual) and section 72(mid-year) reports to be tabled to council by February 2011 and July 2011 respectively, and then forwarded to Provincial Treasury as the MFMA stipulates. The output and goals in the SDBIP must be made public and will be used to measure performance on a quarterly basis during the financial year. The SDBIP serves a critical role to focus both the administration and council on outputs by providing clarity of service delivery expectations, expenditure and revenue requirements, service delivery targets and performance indicators.

## 2. COMPONENTS OF SDBIP

The Municipal Finance Management Act defines the SDBIP in Section 1 as follows: “a detailed plan approved by the Mayor of a Municipality in terms of section 53(1)(c)(ii) for implementing the Municipality’s delivery of services and the execution of its annual budget and which must include the following:

- Monthly projections of revenue to be collected for each source
- Monthly projections of expenditure (operating and capital) and revenue for each vote
- Quarterly projections of service delivery targets
- Performance indicators for each vote
- Ward information for expenditure and service delivery
- Detailed capital works plan broken down by ward over three years
- Annual Performance Agreements for the Municipal Manager and Senior Managers

## 3. OVERVIEW

### 3.1 *Revenue to be collected, by source*

The total revenue to be collected by the Municipality as shown in the budget is **69,075,704**

This amount is made up of revenue billed for services and other Municipal charges, as well as capital and operating grants receivable. A monthly cash flow budget is included in the SDBIP to highlight the actual amounts receivable. These figures do differ from the amounts that would be billed.

### **3.2 Operational and Capital expenditure by Vote**

This table details the operating budgets, separating them into their expenditure and revenue components, and also provides capital expenditure by vote. This would be monitored on a monthly basis.

### **3.3 Quarterly Projections**

Whilst the above two components focused on amounts of revenue and expenditure, this component contains objectives in the form of service delivery targets and other performance indicators.

### **3.4 Capital budget for 2010/11**

The total capital budget for 2010/11 is **21,077,000.00.**

## **4. CORPORATE STRATEGY AND STRATEGIC FOCUS**

### **4.1 Vision**

The vision of the Msinga Municipality as reflected in the 2011/12 draft IDP was developed in 2000 by the then council, and the current council has not deviated from that. It reads:

*Msinga will be a Municipality with the capacity to ensure local development, through good management and development support.*

### **4.2 Mission Statement**

Msinga Municipality has listed basic services especially infrastructure and poverty alleviation as their main priorities thus in partnership with other sectors /stakeholders the municipality is committed to: *providing basic services and enabling an economic and social development environment* taking into account the Batho Pele principles which form the basis of the municipality's mission.

The Municipality has used its vision and mission as its corporate strategy. The IDP is aligned to this strategy, the budget is aligned to the budget which means that the budget contains projects that fulfill the vision and mission of the Municipality. The SDBIP is the 'action plan' for the budget as it encompasses the Municipality's vision and mission.

## **5. PROCESS OF PREPARING AND APPROVING THE SDBIP**

The process for preparing and approving the SDBIP, as depicted in MFMA Circular No.13, is summarized as the strategic direction and priorities set by Council. The SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality and will be possible if the IDP and budget are fully aligned with each other, as required by the MFMA.

The budget gives effect to the strategic priorities of the municipality and is not a management or implementation plan. The SDBIP therefore serves as a "contract" between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months. This provides the basis for measuring performance in service delivery against end-of-year targets and implementing the budget. The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councilors, municipal manager, senior managers and community. A properly formulated SDBIP will ensure that appropriate information is circulated

internally and externally for purposes of monitoring the execution of the budget, performance of senior management and achievement of the strategic objectives set by council.

It enables the municipal manager to monitor the performance of senior managers, the mayor to monitor the performance of the municipal manager, and for the community to monitor the performance of the municipality. The SDBIP should therefore determine (and be consistent with) the performance agreements between the mayor and the municipal manager and the municipal manager and senior managers determined at the start of every financial year and approved by the mayor. It must also be consistent with outsourced service delivery agreements such as municipal entities, public-private partnerships, service contracts and the like.

Being a start-of-year planning and target tool, the SDBIP gives meaning to both in-year reporting in terms of section 71 (monthly reporting), section 72 (mid-year report) and end-of-year annual reports. The SDBIP is essentially the management and implementation tool which sets in-year information, such as quarterly service delivery and monthly budget targets, and links each service delivery output to the budget of the municipality, thus providing credible management information and a detailed plan for how the municipality will provide such services and the inputs and financial resources to be used. The SDBIP indicates the responsibilities and outputs for each of the senior managers in the top management team, the inputs to be used, and the time deadlines for each output. Being a management and implementation plan (and not a policy proposal), Once the top-layer targets are set, the top management is then expected to develop the next (lower) layer of detail of the SDBIP, by providing more detail on each output for which they are responsible for, and breaking up such outputs into smaller outputs and linking these to each middle-level and junior manager. Much of this lower layer detail will not be made public nor tabled in council – whilst the municipal manager has access to such lower layer detail of the SDBIP, it will largely only be the senior manager in charge who will be using such detail to hold middle-level and junior-level managers responsible for various components of the service delivery plan and targets of the municipality.

Only the highest layer of information of the SDBIP will be made public or tabled in the council. Such high-level information should also include per ward information, particularly for key expenditure items on capital projects and service delivery – this will enable each ward councillor and ward committee to oversee service delivery in their ward. The SDBIP is not required to be approved by the council – it is however tabled before council and made public for information and for purposes of monitoring. The SDBIP should be seen as a dynamic document that may (at lower layers of the plan) be continually revised by the municipal manager and other top managers, as actual performance after each month or quarter.

## **6. RESPONSIBILITIES AND STATUTORY REQUIREMENTS**

The municipal manager is responsible for the preparation of the SDBIP, which must be legally submitted to the mayor for approval once the budget has been approved by the council (around end-May or early-June). However, the municipal manager should start the process to prepare the SDBIP no later than the tabling of the budget (around 1 March or earlier) and preferably submit a draft SDBIP to the mayor by 1 May (for initial approval).

Once the budget has been approved by the Council, the municipal manager will merely revise the approved draft SDBIP, and submit for final approval within 14 days of the approval of the budget. The draft performance agreements will also be submitted with the draft SDBIP and then submitted for approval with the revised SDBIP within 14 days after the approval of the budget. The mayor should therefore approve the final SDBIP and performance agreements simultaneously, and then make the SDBIP and performance agreement of the municipal manager and Senior Managers public within 14 days.

## **7. CONCLUSION**

The SDBIP is an important management tool as it allows for monitoring of performance

and implementation of identified strategies and goals. Adherence to this SDBIP will ensure that the objectives set out in the budget are achieved and hence the objectives and goals identified in the IDP are realized, thus ensuring service delivery and that the Municipality meets the needs of the people.

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**MR FB SITHOLE**  
**MUNICIPAL MANAGER**

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date

By: IDP MANAGER

	2008/2009	2008/2009	2008/2009	Past Year	Budget Year	Budget Year 1
	Original Budget	Actual	Projected forecast	2009/2010	2010/11	2011/12
<b><u>EXPENDITURE BY SOURCE</u></b>						

**Table: 1** Reconciliation IDP and Budget –Expenditure by Source

By: IDP MANAGER



<b>Integrated Service Delivery</b>	<b>19,827,458</b>	<b>16,835,623</b>	<b>23,183,501</b>	<b>29,104,920</b>	<b>26,423,634</b>	<b>27,258,164</b>
<b>Social Facilitation</b>	<b>1,443,500</b>	<b>543,440</b>	<b>1,341,672</b>	<b>1,680,500</b>	<b>1,790,500</b>	<b>1,909,300</b>
<b>Institutional &amp; Governance</b>	<b>22,033,523</b>	<b>16,974,536</b>	<b>22,367,518</b>	<b>26,429,839</b>	<b>27,292,889</b>	<b>28,671,100</b>
<b>Environmental Management</b>	<b>259,728</b>	<b>51,369</b>	<b>140,000</b>	<b>275,683</b>	<b>297,738</b>	<b>321,557</b>
<b>Municipal Planning</b>	<b>1,628,458</b>	<b>873,471</b>	<b>3,021,448</b>	<b>3,508,737</b>	<b>3,789,436</b>	<b>4,092,591</b>
<b>Economic Development</b>	<b>329,483</b>	<b>169,275</b>	<b>295,764</b>	<b>377,513</b>	<b>407,474</b>	<b>439,832</b>
<b>TOTAL OPERATING REVENUE</b>	<b>45,522,150</b>	<b>35,447,714</b>	<b>50,349,903</b>	<b>61,377,192</b>	<b>60,001,670</b>	<b>62,692,544</b>

RECONCILLATION OF IDP & BUDGET - OPEX	Current Year			Medium Term Revenue and Expenditure Framework		
	2008/20 09	2008/20 09	2008/2009	Budget Year	Budget Year	Budget Year +1
	Original Budget	Adjustm ent	Projected forecast	2009/20	2010/11	2011/12

**Table:2** Reconciliation of IDP and Budget –Revenue by Source

		Budget		10		
<b>REVENUE BY SOURCE</b>						
Integrated Service Delivery	41,724,848	32,578,051	43,537,263	55,501,556	57,600,560	57,608,125
Social Facilitation	30,211	5,963	29,580	40,000	43,200	46,656
Institutional & Governance	2,736,000	30	5,030,000	3,744,007	2,983,144	3,072,637
Environmental Management						
Municipal Planning						
Public Relations						
Economic Development						
<b>TOTAL OPERATING REVENUE</b>	<b>44,491,059</b>	<b>32,584,044</b>	<b>48,596,843</b>	<b>59,285,563</b>	<b>60,626,904</b>	<b>60,727,418</b>

## SOURCES OF INCOME

The following table summarises the sources of grant income from national and provincial government.

**TABLE 3:** Grant Funding from National and Provincial Government

MSINGA MUNICIPALITY			
GAZETTED GOVERNMENT GRANT ALLOCATION 2010/2011			
	Medium Term Revenue and Expenditure Framework		
	Past Year	Budget Year	Budget Year + 1
GOVERNMENT GRANTS & SUBSIDIES - ALLOCATIONS	2009/2010	2010/11	2011/12
	R'000	R'000	R'000
<u>Grant Allocations</u> <sup>2</sup>			
EQUITABLE SHARE	36,575,000	46,328,000	56,306,000
MIG GRANT	16,404,000	18,277,000	12,950,000
FMG GRANT	1,000,000	1,000,000	1,000,000
MSIG GRANT	735,000	750,000	750,000
CDW GRANT	20,000	20,000	-
KWALATHA HOUSING GRANT	20,000	20,000	-
TOWN ESTABLISHMENT GRANT	20,000	20,000	-
POMEROY HOUSING GRANT	20,000	20,000	-
PMS GRANT	20,000	20,000	-
IDP GRANT	20,000	20,000	-
SDL CLAIM	20,000	20,000	-

By: IDP MANAGER

MAP GRANT	20,000	200,000	-
TOURISM GRANT	20,000	20,000	-
RURAL ELEC PLAN	20,000	700,000	-
PUBLIC PARTICIPATION	-	20,000	-
E-LEARNING	-	-	-
PROPERTY RATES GRANT	-	100,000	-
LOTTERY REVENUE GRANT	-	20,000	-
TRANSITION GRANT	-	20,000	-
<b>Sub Total - Grant Allocations</b>	<b>54,914,000</b>	<b>67,595,000</b>	<b>77,000,000</b>
<b><u>Other Grant Allocations</u></b>			
<b>Sub Total - Other Grant Allocations</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><i>TOTAL GRANT ALLOCATIONS</i></b>	<b><i>54,914,000</i></b>	<b><i>67,595,000</i></b>	<b><i>77,000,000</i></b>

By: IDP MANAGER



## 2.1 09/10 TO 2011/12 MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK BUDGET

The following table summarises the medium term revenue and expenditure framework budget for the period 2009/10 to 2011/12.

**TABLE**





**4: 2008/9 TO 2011/12 MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK BUDGET**

SDBP

Description	Current Year	Medium Term Revenue and Expenditure Framework		
	2008/2009	Past Year	Budget Year	Budget Year +1
	Original Budget	2009/2010	2010/11	2011/12
<b>REVENUE PER SOURCE</b>				
INTEREST: INVESTMENTS	2,500,000	3,500,000	2,731,817	2,813,771
INTEREST: VEHICLE LOANS	6,000	-	-	-
INTEREST ON CURRENT A/C	230,000	244,007	251,327	258,866
RESIDENTIAL -ASSESSMENT RATES	72,828	500,000	500,000	500,000
EQUITABLE SHARE	27,748,000	36,575,000	46,328,000	42,306,000
MIG GRANT	12,417,000	16,404,000	18,277,000	20,950,000
FMG GRANT	500,000	1,000,000	1,000,000	1,000,000
MSIG GRANT	735,000	735,000	750,000	750,000
OTHER GRANTS & SUBSIDIES	200,000	200,000	0	0
RENTAL -PROPERTY	20,808	50,000	54,000	58,320
RENTAL -COMMUNITY HALLS	2,080	2,500	2,700	2,916
FEES: PLOUGHING	20,808	30,000	32,400	34,992
FEES:GRASS CUTTING	5,202	5,000	5,400	5,832
WATER TANKER	2,121	2,500	2,500	2,916
FEES: STALLS RENTAL	15,606	18,000	19,440	20,995

WATER TANKER	0	3,000	3,240	3,499
SALES: BUSINESS	15,606	16,556	17,880	19,311
<b>TOTAL DIRECT OPERATING INCOME</b>	<b>44,491,059</b>	<b>59,285,563</b>	<b>69,075,704</b>	<b>77,727,418</b>

Description	Current Year	Medium Term Revenue and Expenditure Framework		
	2008/2009	Budget Year	Budget Year	Budget Year +1
	Original Budget	2009/2010	2010/11	2011/12

<b>EXPENDITURE PER CATERGORY</b>				
Salaries , Wages & Allowances	7,097,911	8,315,352	8,980,580	9,699,027
Remuneration of Councilors	5,686,373	6,290,669	6,467,725	7,115,697
Depreciation	2,953,927	3,636,000	3,636,000	3,636,000
Repairs & Maintenance	1,100,157	5,104,621	5,512,991	5,954,030
General Costs	9,122,460	12,974,607	13,994,852	15,078,652
Operating Projects	6,444,322	7,801,760	7,432,146	7,432,146
<b>TOTAL DIRECT OPERATING EXPENDITURE</b>	<b>32,405,150</b>	<b>44,123,009</b>	<b>46,224,677</b>	<b>48,915,551</b>
Contributions to capital				
Contributions to funds	700,000	850,183	826,993	826,993
Transfer to /from Reserves				
<b>TOTAL OPERATING EXPENDITURE</b>	<b>33,105,150</b>	<b>44,973,192</b>	<b>47,051,670</b>	<b>49,742,544</b>
LESS:MIG	12,417,000	16,404,000	18,277,000	18,277,000
<b>Surplus/(Deficit)</b>	<b>(1,031,091)</b>	<b>(2,091,629)</b>	<b>625,234</b>	<b>(1,965,126)</b>

## 2.2 OPERATIONAL BUDGET

	Past Year	Medium Term Revenue and Expenditure Framework
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**TABLE 5:** Operating Expenditure per Vote

By: IDP MANAGER

Description	2008/2009		Budget Year	Budget Year + 1
	Original Budget	2009/2010	2010/11	2011/12
<b>OPERATING EXPENDITURE BY VOTE</b>				
Council General	7,767,826.00	9,265,457.00	9,763,631.00	10,348,593.64
Assessment Rates	535,289.00	150,000.00	162,000.00	174,960.00
Grants & Subsidies	6,444,322.00	7,801,760.00	7,432,146.00	7,432,146.00
Municipal Manager	1,160,436.00	1,485,774.00	1,604,115.92	1,731,925.19
Corporate Services	2,663,477.00	3,734,115.00	4,020,844.20	4,330,511.74
Property Services	1,326,500.00	1,595,000.00	1,683,400.00	1,778,872.00
Multi Skills Centre	36,127.00	46,000.00	49,680.00	53,654.40
Community Halls	5,500.00	5,500.00	5,500.00	5,500.00
Tourism	329,483.00	377,513.00	407,474.04	439,831.96
Community Services	1,438,000.00	1,675,000.00	1,785,000.00	1,903,800.00
Strategic Planning	1,578,458.00	3,458,737.00	3,735,435.96	4,034,270.84
Health	259,728.00	275,683.00	297,737.64	321,556.65
Safety	103,526.00	1,165,000.00	1,258,200.00	1,358,856.00
Fire/Emergency Services	901,000.00	300,000.00	324,000.00	349,920.00
Financial Services	2,421,520.00	2,481,733.00	2,678,271.64	2,890,533.37
Technical Services	1,771,997.00	1,888,995.00	2,038,754.60	2,200,494.97

Town Planning	50,000.00	50,000.00	54,000.00	58,320.00
Building Regulations	52,185.00	55,314.00	59,739.12	64,518.25
Roads	3,528,776.00	8,530,621.00	9,021,070.68	9,550,756.33
Refuse Removal	731,000	630,990	670,669	713,523
Mig Grant	12,417,000.00	16,404,000.00	12,950,000.00	12,950,000.00
<b>TOTAL OPERATING EXPENDITURE/ VOTE</b>	<b>45,522,150</b>	<b>61,377,192</b>	<b>60,001,670</b>	<b>62,692,544</b>

By: IDP MANAGER

TABLE : 6 OPERATING INCOME PER VOTE

Description	Medium Term Revenue and Expenditure Framework			
	2008/2009	Past Year	Budget Year	Budget Year + 1
	Original Budget	2009/2010	2010/11	2011/12
<b>OPERATING INCOME BY VOTE</b>				
Council General	2,736,000.00	3,744,007.00	2,983,144.00	3,072,637.00
Assessment Rates	72,828.00	500,000.00	500,000.00	500,000.00
Grants & Subsidies	41,600,000.00	54,914,000.00	57,006,000.00	57,006,000.00
Municipal Manager	-	-	-	-
Corporate Services	-	-	-	-
Property Services	20,808.00	50,000.00	54,000.00	58,320.00
Multi Skills Centre	-			
Community Halls	2,080.00	2,500.00	2,700.00	2,916.00
Tourism	-			
Community Services	28,131.00	37,500.00	40,500.00	43,740.00
Strategic Planning	-			

By: IDP MANAGER



Health	-	-	-	-
Safety	-	-	-	-
Fire/Emergency Services	-	-	-	-
Financial Services	-	-	-	-
Technical Services	15,606.00	18,000.00	19,440.00	20,995.20
Town Planning	-	-	-	-
Building Regulations	-	-	-	-
Roads	-	-	-	-
Refuse Removal	15,606	19,556	21,120	22,810
MIG Grant				
<b>TOTAL OPERATING INCOME/ VOTE</b>	<b>44,491,059</b>	<b>59,285,563</b>	<b>60,626,904</b>	<b>60,727,418</b>



**TABLE:7 MONTHLY CASH FLOW**

The following table summarises monthly cash flows for the Msinga Municipality.

[illegible]

													1,750.000
RENTAL -PROPERTY	4,500	4,500	4,500	4,500	4,500	14,500	14,500	14,500	14,500	14,500	14,500	14,500	54,000
RENTAL -COMMUNITY HALLS	243,00	243,00	243,00	243,00	243,00	243,00	243,00	243,00	243,00	243,00	243,00	243,00	2,916
FEES: PLOUGHING	2916,00	2916,00	2916,00	2916,00	2916,00	2916,00	2916,00	2916,00	2916,00	2916,00	2916,00	2916,00	34,992
FEES:GRASS CUTTING	486,00	486,00	486,00	486,00	486,00	486,00	486,00	486,00	486,00	486,00	486,00	486,00	5,832
WATER TANKER	243	243	243	243	243	243	243	243	243	243	243	243	2,916
FEES: STALLS RENTAL	1749	1749	1749	1749	1749	1,749	1,749	1,749	1,749	1,749	1,749	1,749	20,995
WATER TANKER	291	291	291	291	291	291	291	291	291	291	291	291	3,499
SALES: BUSINESS	160,925	160,925	160,925	160,925	160,925	1,60,925	1,60,925	1,60,925	1,60,925	1,60,925	1,60,925	1,60,925	19,311
						27.651							
<b>CASH OPERATING RECEIPTS BY SOURCE</b>	<b>5,831,308</b>	<b>5,831,308</b>	<b>5,831,308</b>	<b>5,831,308</b>	<b>5,831,308</b>	<b>5,831,308</b>	<b>5,831,308</b>	<b>5,831,308</b>	<b>5,831,308</b>	<b>5,831,308</b>	<b>5,831,308</b>	<b>5,831,308</b>	<b>69,975,704</b>

Msinga Monthly Cash Flows

By: IDP MANAGER

	<b>Cash Operating Payments by Type</b>													
	Salaries , Wages & Allowances	692,946	692,946	692,946	692,946	692,946	692,946	692,946	692,946	692,946	692,946	692,946	748,381	8,980,580
	Remuneration of Councillors	524,222	524,222	524,222	524,222	524,222	524,222	524,222	524,222	524,222	524,222	524,222	538,977	6,467,725
	Depreciation	303,000	303,000	303,000	303,000	303,000	303,000	303,000	303,000	303,000	303,000	303,000	303,000	3,636,000
	Repairs & Maintenance	425,385	425,385	425,385	425,385	425,385	425,385	425,385	425,385	425,385	425,385	425,385	459,415	5,512,991
	General Costs	1,081,217	1,081,217	1,081,217	1,081,217	1,081,217	1,081,217	1,081,217	1,081,217	1,081,217	1,081,217	1,081,217	1,166,237	13,994,852
	Operating Projects	650,147	650,147	650,147	650,147	650,147	650,147	650,147	650,147	650,147	650,147	650,147	619,345	7432,146
	Contributions to capital	-	-	-	-	-	-	-	-	-	-	-	-	-
	Contributions to funds	68,916	68,916	68,916	68,916	68,916	68,916	68,916	68,916	68,916	68,916	68,916	68,916	826,993
	<b>CASH OPERATING PAYMENTS BY TYPE</b>	<b>3,920,972</b>	<b>3,920,972</b>	<b>3,920,972</b>	<b>3,920,972</b>	<b>3,920,972</b>	<b>3,920,972</b>	<b>3,920,972</b>	<b>3,920,972</b>	<b>3,920,972</b>	<b>3,920,972</b>	<b>3,920,972</b>	<b>3,920,972</b>	

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														47,051,670
	<i>Other Cash Payments by Type</i>													
	MIG Grant Expenditure	1,52308	1,52308	1,52308	1,52308	1,52308	1,52308	1,52308	1,52308	1,52308	1,52308	1,52308	1,52308	18,277,000
	TOTAL CASH PAYMENTS BY TYPE	5,114,766	5,114,766	5,114,766	5,114,766	5,114,766	5,114,766	5,114,766	5,114,766	5,114,766	5,114,766	5,114,766	5,114,766	65328670
	NET INCREASE /(DECREASE) IN CASH & INVESTMENTS	-174,302	-174,302	-174,302	-174,302	-174,302	-174,302	-174,302	-174,302	-	-	-	-	-2,091,629

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## 8. QUARTELY PROJECTIONS OF TARGETS AND INDICATORS

### 8.1 COPORATE SERVICES UNIT

DEPT	KPA	OBJECTIVES	INDICATOR	PROJECTS	TARGETS	ANNUAL BUDGET	1 <sup>ST</sup> Q 30 SEP 2010 ACTUAL/ PROJECTED	2 <sup>ND</sup> DEC 2010 ACTUAL/ PROJECTED	3 <sup>RD</sup> MAR 2011 ACTUAL/ PROJECTED	4 <sup>TH</sup> JUN2011 ACTUAL/ PROJECTED	INFORMATION SOURCE	EXPLANATION FOR VARIANCE
DEPARTMENT OF CORPORATE SERVICES	GOOD GOVERNANCE	Ensure public participation in local governance	Number of IZIMBIZOS held	17 IZIMBIZOS	One per ward	R20,000	R4,000	R4,000	R4,000	R4,000	COMMUNICATION STRATEGY	
Responsible official MRS N. SHANGASE ACTING DIRECTOR		To actively engage the community and ensure public participation on service delivery	Facilitate izimbizo	Ward committee meetings	Minutes to be submitted within a week of the meeting	R60 000	R15 000	R15 000	R15 000	R15 000	Mayoral prog. of action	
		Ensure community awareness	IDP/Budget engagement									
		to organize Council meetings well in advance and effectively	Number of days before agenda is sent		12 days prior	R75 000	R18,750	R18,750	R18,750	R18,750	MUNICIPAL BUDGET	
	MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	To develop staff skills in the workplace in line with IDP functions.	number of trainings attended by staff			R100, 000	R25, 000	R25, 000	R25, 000	R25, 000	MUNICIPAL BUDGET	
		Review s57 performance agreements	5 contracts	5 contracts	All 5 signed by end July 2010	inhouse						
		Fill critical vacancies		-Director -library assistant & Library cleaner	September 2010						From the salaries vote	
		Sign performance agreements and submit to COGTA			Submit by 31 July 2010	inhouse						
	MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	Implement WSP	Produce a training plan		SEP 2010	inhouse					WSP	

### 8.2. TECHNICAL SERVICES UNIT

By: IDP MANAGER

DEPT	KPA	OBJECTIVES	INDICATOR	PROJECTS	TARGETS	ANNUAL BUDGET	1 <sup>ST</sup> Q 30 SEP 2010  ACTUAL/ PROJECTED	2 <sup>ND</sup> DEC 2010  ACTUAL/ PROJECTED	3 <sup>RD</sup> MAR 2011  ACTUAL/ PROJECTED	4 <sup>TH</sup> JUN 2011  ACTUAL/ PROJECTED	INFORMATION SOURCE	EXPLANATION FOR VARIANCE
DEPARTMENT TECHNICAL SERVICES			percentage increase in the number of access roads built & maintained	7 new access roads	7 ROADS	18,277 000.00	R4569.250	R4569.250	R4569.250	R4569.250	MIG	
				roads to be maintained	40roads	R5, 000 000	R1,250 000	R1,250 000	R1,250 000	R1,250 000	EQUITTABLE SHARE	
			Increase in the number of women employed	employed women	400							
			a Comprehensive Infrastructure Plan	CIP	source funding							
	BASIC SERVICES	To provide a better local access road network										
Responsible official MR S. SOKHELA THE DIRECTOR		To accelerate electrification of Msinga	number of houses provided with access to electricity	Kwa Dolo 1600 connections		R16,000 000	R4,000 000	R4,000 000	R4,000 000	R4,000 000	Funded BY DME& Rural Dev	
		To ensure effective management of waste	Number of days when waste is collected		5 days a week							
			Tugela Ferry street lighting	Tugela Ferry street lighting	100 street light poles	R2,100 000	R 525 000	R 525 000	R 525 000	R 525 000	DCOGTA	
			Tugela Ferry walkways& storm water	Tugela Ferry walkways& storm water	walkways& storm water	R11,000 000	R2,750 000	R2,750 000	R2,750 000	R2,750 000	DCOGTA	
			Sports field	Msinga Top Sports field	1 Msinga Top sports field	R2,444 000	R611 000	R611 000	R611 000	R611 000	Funded by Dept of Sport & recreation	
			Number of crèches built	17 Crèches/ emergency housing	17 Crèches /emergency housing	R3,400 000	R850 000	R850 000	R850 000	R850 000	Free Basic Services	

### 8.3 DEVELOPMENT PLANNING UNIT

By: IDP MANAGER



DEPARTMENT OF DEVELOPMENT PLANNING	KPA	OBJECTIVES	INDICATOR	PROJECTS	TARGETS	ANNUAL BUDGET	1 <sup>ST</sup> Q SEP 2010  ACTUAL/ PROJECTED	2 <sup>ND</sup> DEC 2010 ACTUAL/ PROJECTED	3 <sup>RD</sup> MAR 2011 ACTUAL/ PROJECTED	4 <sup>TH</sup> JUN2011 ACTUAL/ PROJECTED	INFORMATION SOURCE	EXPLANATION FOR VARIANCE
Responsible official MR MM NDLUVU THE DIRECTOR	1. Reduction of poverty within the municipal area.	To reduce poverty through local economic development	percentage increase in the number of LED strategies implemented	ROCK CRUSHING	Implement rock crushing	Still sourcing funding						
				Efficient utilization of the pack house	Store agricultural produce							Umzinyathi district is facilitating the project
	2. effective functioning of community facilities	Effective maintenance of community facilities	progress reports, quarterly meetings with the facility manager,	<ul style="list-style-type: none"> <li>thusong centres</li> <li>Kopi Curio Shop</li> </ul>	monthly	R52 000	R13 000	R13 000	R13 000	R13 000		
	3.prepare IDP	Prepare a credible IDP, Review PMS Update TAS		-process plan -draft IDP -FINAL IDP -TAS reports	According to DCOGTA dates	R40 000	R10 000	R10 000	R10 000	R10 000		
	4.To provide safe and sustainable living environment	To accelerate development of rural housing.	an increased number of better houses received by the community	500 UNITS FOR: -Pomeroy, -Latha, -Dolo, -Mvundleni, -Ezibomvini -Mthembu	Progress reports	R18,60 55 00	R4,651 375	R4,651 375	R4,651 375	R4,651 375		Funded and monitored by Dept of Human Settlements
	5.Youth empowerment		increase number of youth with tertiary education	Bursaries, Compute trainings, Drivers licenses	Number of youth assisted	R8000.00	R200 000.00	R200 000.00	R200 000.00	R200 000.00		
		To empower the youth of Msinga Municipal area	organized sports structure	Organized games	Monthly reports/ meetings	R300 000	R75 000	R75 000	R75 000	R75 000		
		To prevent the effects of natural disasters	Number of awareness done		Progress reports	R60 000	15 000	15 000	15 000	15 000		
	6 HIV/AIDS	To empower the people of Msinga area with life skills	HIV meetings held	Awareness campaigns	Progress reports	R100, 000	R25,000	R25,000	R25,000	R25,000		
			number of families assisted with burial	Coffins/ Food vouchers	Progress reports	R200,000	R50 000	R50 000	R50 000	R50 000		
		Tugela Ferry be proclaimed a town	progress reports, meetings with SP	UDFP Plan	Monthly	R472,217	R118.054	R118.054	R118.054	R118.054		
	7.Spatial Planning	1.To ensure proper spatial planning and environmental planning  2. to attract investors to the main economic hub, Tugela Ferry		Adoption of LUMMS								

		Establish a pound Venue not yet identified	<b>Advertise &amp; Get a SP</b>	<b>pound</b>	Monthly reports	R1,000 000	R250 000		R250 000		R250 000		R250 000		DCOGTA	
DEV PLG/FINANCE	8.To ensure effective functioning of a performance management system	Establish a performance audit committee		Audit committee	advertise in July 2010											
					dates of meetings											

## 8.4 FINANCE UNIT

DEPT	KPA		INDICATOR	TARGETS	ANNUAL BUDGET	1 <sup>ST</sup> Q 30 SEP 2010  ACTUAL/ PROJECTED	2 <sup>ND</sup> DEC 2010 ACTUAL/ PROJECTED	3 <sup>RD</sup> MAR 2011 ACTUAL/ PROJECTED	4 <sup>TH</sup> JUN2011 ACTUAL/ PROJECTED	INFORMATION SOURCE	EXPLANATION FOR VARIANCE
		OBJECTIVES									
Department of FINANCE											
Responsible official MR J PANSEGROW THE CHIEF FINANCIAL OFFICER		To promote sound financial practices in the municipality through sound policies.	Unqualified AG report	JUNE 2011							
			Submit financial statements	August 2010							
			internal auditing	Audit municipal performance	R450, 000	R112,000	R112,000	R112,000	R112,000		
		Advertise according to MFMA and MSA requirements	Advertise all public documents/meetings		R377 500	R94,375	R94,375	R94,375	R94,375		

## 9.THE MSINGA STRATEGIC FRAMEWORK

Below is the strategic framework for the municipality as extracted in the Msinga IDP for 2010/11 financial year.

### Msinga Strategic Framework

OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR
A: KEY PERFORMANCE AREA : BASIC SERVICES DELIVERY		
1.ROADS		
To provide a better local access road network	To increase the number of roads built and maintained per year	Input: human, finance and time
		Process: number of days taken toward tender from the date of advertisement
		Output: the number and kilometres of new access roads built
		Outcome: percentage increase in the number of access roads built
	To develop a Comprehensive Infrastructure Plan	Input : finance
		Process: number of business plans submitted for accessing funding
		Output: a Comprehensive Infrastructure Plan
		Outcome: better managed infrastructure
2.ELECTRICITY		
To accelerate electrification of Msinga	To provide an acceptable standard of electricity	Input: Human ,finance and time
		Process: number of site meetings held with the contractor
		The number of progress reports received
		Output: number of houses provided with access to electricity
		Outcome: increase in the number of households with access to electricity.
3. SOLID WASTE		
To ensure effective management of waste	To collect and dispose solid waste in an environmentally safe and sustainable way.	Input: contractors ,finance and time

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OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR
		Process: supervision of contractors
		Output :number of towns where waste is collected
		Number of days waste is collected
		Outcome: environmentally safe and clean towns
4.HOUSING DELIVERY		
To provide safe and sustainable living environment	1.To accelerate development of rural housing.	Input: human, financial and time
	2.To facilitate capacity building	Process: to implement the Housing Plan: <ul style="list-style-type: none"><li>In-situ upgrades</li><li>Greenfield projects</li></ul>
		Process: to get the housing officer appointed
		Output: number of housing projects initiated
		Output: the number of business plans submitted to source funding.

OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR
		<b>Outcome:</b> a dedicated qualified Housing official
		<b>Outcome:</b> an increased number of better houses received by the community.
5.YOUTH EMPOWERMENT		
To empower the youth of Msinga Municipal area	1.To encourage the participation of youth in sports and recreation  2.administer the bursary scheme to at least two students per ward	<b>Input:</b> human, financial and time
		<b>Process:</b> to organize sporting games
		<b>Process:</b> select deserving students
		<b>Process:</b> to ensure better functioning of a sports structure
		<b>Output:</b> planned games for the entire season
		<b>Output:</b> increased number of beneficiaries
		<b>Outcome:</b> an effective sports structure
		<b>Outcome:</b> increase number of youth with tertiary education
		<b>Increased number of youth with skills</b>
6.HIV/AIDS		
To empower the people of Msinga area with life skills	1.To ensure that the newly established HIV AIDS council is functional and caters for the needs of Msinga Community.	<b>Input:</b> human, financial and time
		<b>Input:</b> human, financial and time
		<b>Process:</b> develop the objectives of the council
		<b>Output:</b> an HIV/Aids educational campaign

OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR
		<b>Outcome:</b> an increase in awareness
		<b>Process:</b> complete updating the indigent register
		Identification of all needy households
		<b>Output:</b> the number of coffins/ groceries given to financially deserving
	2.Develop the indigent register	<b>Outcome:</b> efficient provision of burial assistance

OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR
<b>B: KEY PREFOMANCE AREA: LED</b>		
<b>1. POVERTY ALLEVIATION</b>		
To reduce poverty through local economic development	To promote tourism activities	<b>Input:</b> finance, time , human
		<b>Output:</b> number of tourism activities initiated in the 2010/11 financial year
		<b>Process:</b> number of meetings held to promote tourism
		<b>Outcome:</b> percentage increase in the income received in the sale of arts and crafts
	To implement LED strategies	<b>Input:</b> finance, human, time
		<b>Output:</b> number of LED strategies implemented
		<b>Process:</b> number of meetings held to access funding,
		<b>Process:</b> number of business plans made to access funding

	To increase agricultural production through encouraging the community residing in high agricultural areas to farm for commercial purposes	
		<b>Outcome:</b> percentage increase in the number of LED strategies implemented
		<b>Input:</b> finance, time , human
		<b>Process:</b> provide fencing, and ploughing assistance
		<b>Outcome:</b> percentage increase in the production of crops

OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR
C: KEY PERFORMANCE AREA: GOVERNANCE AND PUBLIC PARTICIPATION		
1.COMMUNITY PARTICIPATION		
To ensure public participation in local governance	Ensure the effective functioning of Ward Committees and Councillors through training.	Input: human, financial and time
		Process: number of trainings attended
		Output: Number of ward committees and Councillors trained
		Outcome: number of Local base Plans received from Ward Committees
2.DEVELOPMENT APPLICATIONS		
To speed up development	To ensure development applications are assessed efficiently and timorously.	Input: human, financial and time
		Process: number of days taken to process a development application
		Output: the number of development applications processed
		Outcome: An accelerated pace at which development applications are processed.
3.DISASTER MANAGEMENT		
To create a disaster free environment	To prevent the effects of natural disasters	Input: human, financial and time
		Process: to get the Disaster Management Plan reviewed.
		Process: To allocate more funding for disaster relief
		Output: A map of disaster prone areas.
		Outcome: A decrease in the number of houses, animals and human lives lost through natural disaster



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OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR
D: KEY PERFORMANCE AREA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT		
1.STAFF SKILLS		
To develop staff skills in the workplace in line with IDP functions.	To implement the Work Place skills plan	Input: finance, time and human
		Process: update the skills audit , undertake the review of WSP and appoint the Skills Development Facilitator
		Output : Number of staff attending training programmes
		Outcome: percentage of rebate received from SETA
2.MUNICIPAL ASSERTS		
	Effective maintenance of community facilities appointment of staff.  <ul style="list-style-type: none"><li>library</li><li>thusong centres</li><li>Kopi Curio Shop</li><li>Community halls</li></ul>	Input: human ,finance and time
		Process: progress reports, quarterly meetings with the facility manager, appoint staff
		Output : well maintained community facilities  And adequate staff

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		Outcome: effective functioning of community facilities
<b>3.MUNICIPAL PERFORMANCE</b>		
To improve the performance of the municipality in order to ensure sustainability	To ensure effective functioning of a performance management system	<b>Input:</b> finance, human and time
		<b>Process:</b> performance reports submitted timorously.
		<b>Process:</b> internal performance auditing in terms of S45 of MSA
		<b>Output:</b> a fully fledged Performance Management System
		<b>Outcome:</b> unqualified report from the AG

OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR
E:KEY PERFORMANCE AREA: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT		
1.REVENUE RAISING		
To increase revenue in the municipality	Ensure the implementation of the property Rates Act	Input: finance, time ,human
		Process: appointment of service provider to value properties
		Output : number of properties valued
		Outcome: percentage of increase in the revenue rates in the municipality.
2.FINANCIAL VIABILITY		
To improve financial	To promote sound financial practices in the	Input :finance, human and time

viability in the municipality	municipality through sound policies.	<b>Process:</b> financial reporting in terms of Treasury requirements
		<b>Output:</b> annual budget
		annual financial statements
		Three year budget
		<b>Outcome:</b> an unqualified Auditor-General report

OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR
<b>F:KEY PERFORMANCE INDICATOR: SPATIAL DEVELOPMENT</b>		
<b>1.SPATIAL PLANNING</b>		
To accelerate the town establishment and ensure proper spatial planning	1.To ensure proper spatial planning and environmental planning  2. to attract investors to the main economic hub, Tugela Ferry	<b>Input:</b> human, financial and time
		<b>Process:</b> to develop an Urban Development Framework Plan for Tugela Ferry
		<b>Process:</b> Accelerate town establishment
		<b>Process:</b> to get the LUMS adopted and implemented
		<b>Output:</b> a new UDFP
		<b>Output:</b> Tugela Ferry be proclaimed a town
		<b>Outcome:</b> effective spatial representation of the IDP
		<b>Outcome:</b> implementation of LUMS



SDBP